

# TRANSPORTATION ACCOUNTABILITY

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## C O M M I S S I O N

### **January 31, 2007 DRAFT Meeting Minutes**

Secretary of Transportation Pierce Homer welcomed commission members and thanked them on behalf of Governor Kaine. He stressed the importance of the Commission to help ensure that limited transportation funds are wisely spent and stated that significant resources have been committed to supporting the commission's work.

Secretary of the Commonwealth Katherine Hanley swore in commission members.

Chairman Jim Squires introduced himself to the group and asked each commission member to do the same. He also asked everyone to briefly describe their past experience dealing with accountability standards and performance measures. Chairman Squires also introduced Mr. Young Ho Chang as the Vice-Chair of the Commission.

Chairman Squires reminded the group of their charge to increase accountability and performance in state transportation programs and agencies. Responsibilities of the commission include reviewing Virginia's existing methods of promoting accountability and performance in transportation; identifying and recommending national best practices in accountability and performance for transportation; recommending quantifiable outcome measures for the major elements of the state's transportation program, including measures that incorporate effective land use and transportation coordination; and recommending performance standards for state transportation executives and agencies.

He went on to explain his plan to divide the commission's work between two subcommittees. The Outcome Measures Subcommittee will review and make recommendations on accountability and performance outcome measures. This committee will be chaired by Mr. Chang and will meet four times. The Performance Standards Subcommittee will review and make recommendations on performance standards for transportation executives and agencies. This committee will be chaired by Mark Goodwin and is expected to meet three times.

A sign-up sheet was circulated and commission members were encouraged to volunteer for the subcommittee of their choice.

Chairman Squires opened the floor for any member of the public to provide comments to the commission. No one came forward.

Deputy Secretary Ralph Davis presented commission members with an overview of current accountability and performance initiatives. Highlights of his presentation included the transportation mission developed by the Council on Virginia's Future, the organization of transportation agencies and boards, financial accountability methods, and an overview of current transportation accountability performance methods. The commission agreed to use the mission identified by the Council on Virginia's Future as an acceptable mission for transportation: "To ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life." Mr. Davis also noted several opportunities to improve current accountability and performance initiatives, including establishment of a program/service delivery goal, institutionalization of overarching goals and outcome measures into the policies of the transportation policy boards, establishment of a web site to report and track performance data, identification of specific measures for congestion and land use/transportation, and expansion of performance measurement (e.g., benchmarking and development of regional measures).

Mr. Doug Fahl inquired about the availability of previous studies, such as those conducted by the Joint Legislative and Audit Review Commission (JLARC), which identified recommendations relevant to the commission's work. Chairman Squires requested staff to prepare a summary of recent JLARC recommendations for the commission.

Deputy Secretary Davis explained that many of the current performance measurement tools were inaugurated by Governor Mark Warner and have been strengthened by Governor Kaine, such as agency key outcome measures and the Management Scorecard which is employed in the performance evaluation of each agency head.

Chairman Squires stated for the group that while the commission's findings and recommendations may support the call for additional transportation funding by increasing accountability in the use of public funds, directly addressing the transportation funding crisis is not a responsibility of the commission. The group agreed its primary mission is to address accountability and performance, and while not ignoring the funding issue, it will not be a focus of discussion.

Mr. Gary Fenchuk requested a coherent discussion of the link between transportation and land use in Virginia and inquired how far the commission will go with respect to identifying recommendations in this area. Chairman Squires

responded that this will be one area where the commission will make specific recommendations with regard to performance since it is specifically mentioned in the executive order.

Ms. Geraldine Holmes asked about the status of proposed legislation that seeks to establish a link between existing goals and performance measures. Staff will provide an update of legislative initiatives that relate to the work of the commission.

Mr. Mort Downey inquired whether targets have been established for all the performance measures currently in place. Deputy Secretary Davis explained that the existence of specific targets varies by performance measure. Some are in place, some are under development, and others are non-existent.

Mr. Chang asked whether the long-range goals established as part of the VTrans planning initiative had been adopted by the modal agencies. Deputy Secretary Davis explained that the Commonwealth Transportation Board approved the VTrans2025 report, including the goals identified therein. The Virginia Aviation Board and Virginia Port Authority Board of Commissioners also endorsed the plan. None of the boards, however, adopted the goals as their own. In recent years, multimodal planning, performance-based planning, and inter-agency coordination in Virginia have all matured significantly, increasing the likelihood that the modal boards will adopt common strategic goals.

Mr. Randall Burdette, Director of the Department of Aviation, provided an overview of the Virginia Air Transportation System, Virginia Aviation Board and Department of Aviation's organization and mission, as well as the existing program performance measures.

Ms. Karen Chappell, Deputy Commissioner of the Department of Motor Vehicles, provided an overview of the Department, its core functions and the various initiatives of the Department. Ms. Chappell discussed the impact that the Federal Real ID Act will have on DMV's business model and customer satisfaction. She indicated that the Federal initiative is likely to significantly increase customer transaction times. The Department plans to initiate a massive and lengthy information campaign. Ms. Chappell also explained that driver's license fees do not cover the cost of issuing them. Operating funds are currently transferred to help cover this cost. Mr. Fahl noted that is one example of how performance-based planning could improve overall system performance.

Mr. Jeff Keever, Deputy Executive Director of the Virginia Port Authority, provided an overview of the Port of Virginia including discussion of the economic impact of the port, value of investments at the port, and key objectives.

*Note: Due to time constraints, the scheduled overview of the Department of Rail and Public Transportation by Director Matthew Tucker was postponed.*

Mr. David Ekern, Commissioner of the Department of Transportation (VDOT), discussed recent VDOT accomplishments, the state of performance management, how strategic goals are linked to the budget, and demonstrated the VDOT Dashboard.

Chairman Squires thanked everyone for attending the meeting and contributing to the discussion. Subcommittee chairs will contact members regarding meeting dates for their respective subcommittees. The next full commission meeting will be Friday, March 30, 2007.

The meeting was adjourned.

**Members Present:**

Charles Allen  
Georjeane Blumling  
Young Ho Chang  
Henry Connors  
Mortimer Downey  
Douglas Fahl  
Gary Fenchuk  
Geraldine Holmes  
Thomas Jewell  
John Lewis  
Mark Merhige  
Hugh Montgomery  
James Squires  
Sally Thomas  
James Wheat  
Blair Williamson